

**CROSS-CULTURAL
COMMUNICATION AND
NEGOTIATION**

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**HISTORY OF TRAINING FOR
CROSS-CULTURAL
ENCOUNTERS**

- COOKBOOKS OR DO'S-AND-DON'TS
- PERPETUATED STEREOTYPES
- COUNTERPRODUCTIVE
- FOCUS WAS ON "THOSE PEOPLE"
- FEW SKILLS WERE DEVELOPED

NEGOTIATION THEORY

- Usually ignored culture
- Developed by psychologists and communication theorists
- Animal studies
- Samples for human studies did not take into account cultural or other differences

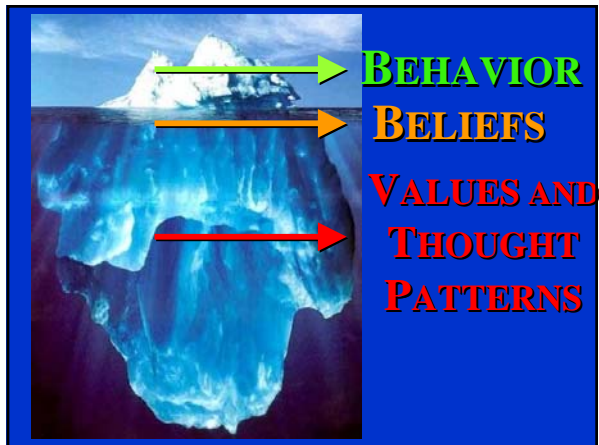
PERSONALITY TYPES

- Intolerant to Ambiguity
 - High Uncertainty Avoidance
- Overly Task Oriented
 - High Need for Individual Achievement
- Overly Closed-minded & Inflexible

What is “Culture?”

The way of life (values, beliefs and behaviors) of a people passed down from one generation to the next through learning





**Generalization vs.
Stereotype**

<ul style="list-style-type: none">• <u>Generalization</u>• Never applies to everyone in every situation• Only a first "guess"• Discard it when no longer accurate or useful	<ul style="list-style-type: none">• <u>Stereotype</u>• Applies to everyone in every situation• No exceptions• Retained even when no longer accurate or useful
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Enculturation: Learning a Primary Culture
Acculturation: Learning a Secondary Culture

ORGANIZATION CULTURES

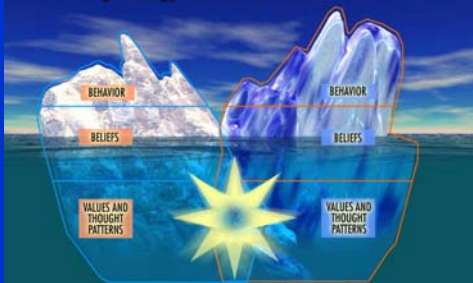
- Each organization has a set of assumptions, practices, beliefs and values that allow it to effectively function as a problem-solving system.
- Nevertheless, primary cultures are brought into the organization culture and are very powerful.
- Common organization cultural characteristics often allow members to overcome primary cultural differences.
- When organizations come together, it is very much similar to a collision of primary cultures

Realistic Cultural Empathy

Realistic Cultural Empathy is NOT

- Sympathy
- Agreement with
- Identification with

The "Iceberg Analogy" of Culture



CULTURAL CONTINUUMS

To Do

- Earned Status
- Achievement
- Individual Action
- Equality
- Immediate family
- Self Reliance
- Independence
- Individual Competition
- Guilt
- Future
- Class Mobility

To Be

- Ascribed Status
- Affiliation
- Stability
- Inequality
- Extended Family
- Rely on Others
- Interdependence
- Cooperation with others
- Shame
- Past or Heritage
- Caste Rigidity

NEGOTIATION

- When do you get down to business and stop the chit-chat?
- How do you know if negotiations are breaking down?
- How do you know when the negotiations are finished?

What Doesn't Fit?

Nice weather we're having!

Sunny, high in the 70s.

Haven't we met before?

What Doesn't Fit?

- Nice weather we're having!
- Haven't we met before?
- High-Context - Relational - Associative
- To Be - Poets
- Sunny, high in the 70s.
- Low Context - Abstractive - Analytical
- To Do - Memo Writers/Lawyers

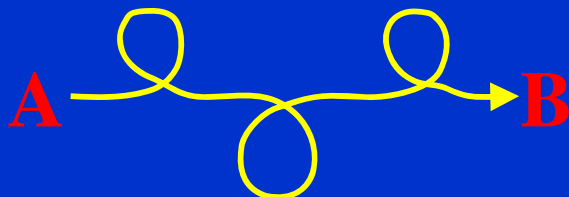
Rhetorical Types

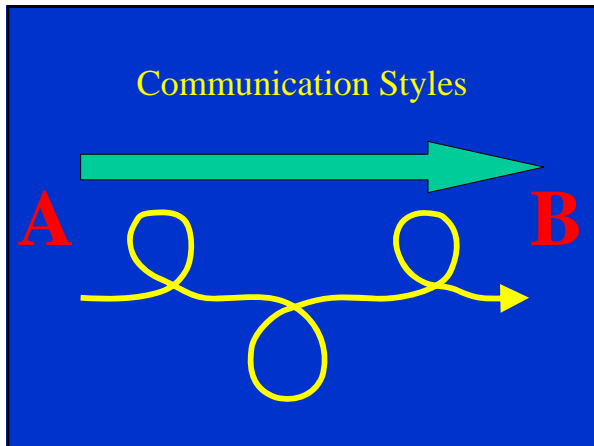
- TO BE - Affective -Intuitive
Deductive-Dionysian
Nonverbal communication
Words for affect
- TO DO - Factual
Inductive-Apollonian
Verbal communication
Words for intent

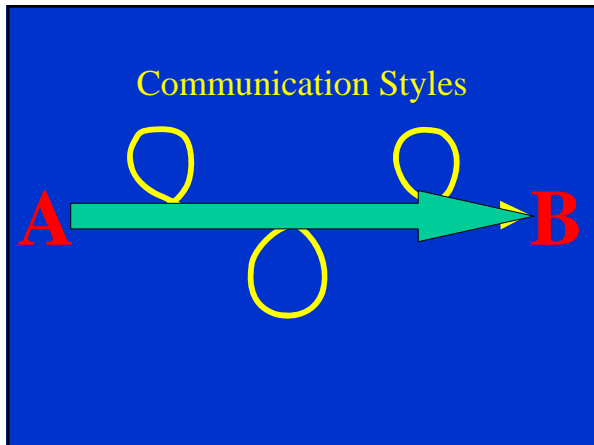
Communication Styles

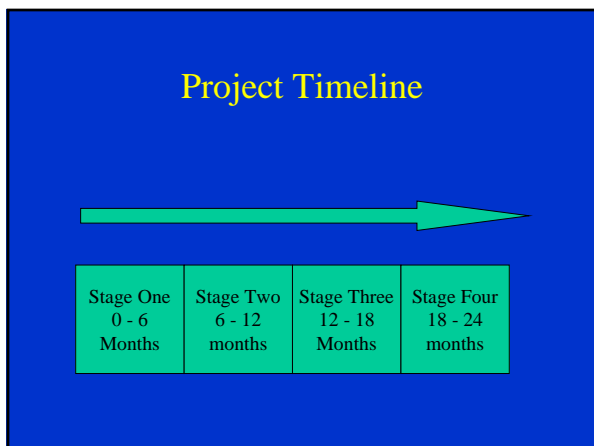


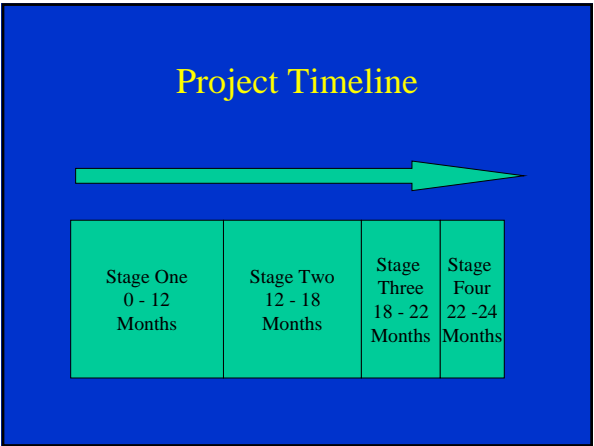
Communication Styles











**NONVERBAL
COMMUNICATION**

We send messages, not meaning

To Do people tend to be verbally-oriented

To Do people trust vision

To Be people use all of their senses

**CROSS-CULTURAL DIFFERENCES IN
NONVERBAL NEGOTIATING BEHAVIOR**

BEHAVIOR (TACTIC)	JAPANESE	AMERICAN	BRAZILIAN
SILENT PERIODS (Number of silent periods greater than 10 seconds, per 30 minutes)	5.5	3.5	0
CONVERSATIONAL OVERLAPS (Number per 10 minutes)	12.6	10.3	28.6
FACIAL GAZING (Minutes of gazing per 10 minutes)	1.3	3.3	5.2
TOUCHING (Not including handshaking, per 30 minutes)	0	0	4.7

REACTIONS TO THE BREAKDOWN OF COMMUNICATIONS

- **“OUT OF CONTROL”**
- **FLIGHT**
- **FIGHT**
- **FILTER**
- **FLEX**

CULTURE, COMMUNICATION AND CONFLICT

CONFLICT

How do you know if it's a conflict?
Is it escalating or de-escalating?
When do you resolve it?
When it is beyond resolution?
How do you resolve the conflict?

Other Resources

- Edward Hall, Beyond Culture.
- Gary R. Weaver, Culture, Communication and Conflict, 2nd edition. Boston, MA:Pearson Publishing, 2000.
- www.interculturalpress.com
- www.imi.american.edu

Thank You

Questions?
